

Illinois Univ. -- Library

Civil service and the University library

Return this book on or before the
Latest Date stamped below.

University of Illinois Library

OCT 31 1964

MAY 12 1965

MAY 12 1965

DEC 12 1965

OCT 28 1966

NOV 15 1982

OCT 18 1982

L161—H41



Digitized by the Internet Archive
in 2013

<http://archive.org/details/civilserviceuniv00whit>

CIVIL SERVICE AND THE UNIVERSITY LIBRARY

A statement prepared for the University Committee on Civil Service
Carl M. White

The basic problem

The double-headed question I should like to discuss with you is, what positions on the library staff should be defined as professional and on what grounds are we going to justify the definition?

I judge all of us would readily agree that the two questions go together. So far as I am aware, everyone is convinced that some of the positions on the library staff, but not all of them, should be exempt from Civil Service. The crux of the question, therefore, is not whether there are positions to be exempt but where the line of demarcation should fall. It follows that, unless we are to decide on a line of demarcation that is arbitrary, we need to establish a sound principle on the basis of which the decision as to exemption or non-exemption can be based.

The basic problem, then, from the standpoint of the Library is the way 'professional' is to be defined, for this definition will automatically determine whether a good many members of the library staff are to be classified as inside or outside the jurisdiction of Civil Service.

As thus stated, the problem is not what positions on the library staff should be defined as administrative. There are five to ten positions on the library staff which are primarily administrative, but the number is small. We should, I fear, miss the point if we approached the Library as one of the departments of administration and made exemptions on the basis of the organization chart. A long-standing misinterpretation of the role of the Library in the University has been fostered by identifying the library staff heretofore with the "Administrative, Clerical, and Stenographic" group. The University has an opportunity through you to correct this conception of the role of the Library, and this opportunity ought not to be missed. I hope you will keep this point in mind and improve upon the situation as you find it, rather than letting the situation as you find it determine your approach.

In my judgment, in other words, a statesmanly approach to the library situation requires that it be approached with a clear understanding of the role of the Library in the academic life of the University; that your decision as to the exemption of library positions be based on whether they deserve recognition as professional; and that the campus habit of considering the library staff as part of the administrative and clerical staff be broken away from.

Three proposals intended to meet the requirements of the letter and the spirit of the law and the requirements of sound University policy.

The present law may or may not meet with our full approval. It nevertheless prescribes the framework within which we have to work. No proposal deserves a hearing unless it can be shown that it complies with the law. If changes in the law are needed, they should in due course be made through regular legislative procedures. In the meantime, we should faithfully carry out the provisions of the law as it stands.

1. Enable persons now on Civil Service to retain their status.
My first proposal regarding the library staff is to include all persons under the classified service of the University who now hold Civil Service appointments. The

purpose of this proposal is to meet the requirements of the second paragraph of Section 36a of the law, which reads as follows: "All persons who are employees of the University of Illinois and subject to Civil Service regulations in force when this amendment goes into effect shall be classified by the Board of Trustees of the University of Illinois without additional examination and shall continue to be Civil Service employees of the University subject to rules and regulations lawfully adopted by said Board."

This paragraph seeks to insure present members of the staff who hold Civil Service appointments that none of the rights and privileges which they enjoyed before the law was amended in 1941 will be sacrificed in setting up a separate Civil Service jurisdiction within the University. In particular, the paragraph seems to be aimed at insuring permanency of tenure of these appointees. The proposal I am making would fulfill both the letter and the spirit of the law.

The preceding paragraph in the law states that "The Board of Trustees shall classify by rules adopted for that purpose all non-academic positions and employments in the University of Illinois except the President of the University, the officers of the Board, administrative officers, and professional and scientific positions, with reference to the duties for the purpose of establishing grades, salary scales, and standards of examinations therefor. Such positions and employment shall constitute the classified Civil Service of the state in relation to the University of Illinois, and no appointment shall be made except in accordance with the provisions of such rules." [Italics mine]

2. Exempt positions entitled to be defined as professional.
I propose in the second place that the University avail itself of the provision in this section of the law and exempt those positions on the library staff--and in the rest of the University--which are entitled to be defined as professional.

What positions on the library staff are entitled to be defined as professional? In my judgment, the Committee will be on safe ground if it recognizes as professional those positions on the staff which require as a minimum the training--or its equivalent--offered for the first professional degree in an accredited school of library science.*

There are several advantages of drawing the line at this point--i.e. between the positions which require such professional training and those which do not. It would mean that you would be in step with accepted practice. That fact alone should protect the Committee. All reports from American and Canadian libraries to the U.S. Office of Education, to the American Library Association, and to various accrediting bodies such as the North Central Association, Middle States Association, etc., use essentially the same classification of library positions. It would also mean that we could, in recruiting for positions, avail ourselves of the placement services in the library world which are set up with a view to helping fill professional positions as thus defined. Placement services and practices are so well established in the library field that young libraries ^{and} as well as employing librarians depend upon them, and the library which puts itself in a position not to be able to use these regular procedures can expect difficulty in competing for the best talent in the library field. The best professionally trained librarians do not have to bother with getting themselves on eligibility lists in order to land good jobs and they know it.

*See the report of the Library Committee on Staff and Civil Service for details.

Librarianship as a profession

The fact that the law exempts professional positions makes it necessary for the University to formulate a definition of 'profession'. That is not an easy task. The quest for a perfect set of criteria, a measuring stick by which a calling can lay infallible claim to respectability as a profession, seems to be doomed to certain failure. In speaking of some possible objective tests whereby professions can be distinguished from those which are not, A.M. Carr-Saunders and P. A. Wilson* state, in their volume entitled The Professions: "...We have not proposed and do not believe that there is such a test." This statement appears in the second part of the volume. The first part is devoted to a review of "those vocations which by common consent are called professions..." Those vocations which by common consent are called professions--in the last analysis here is ~~perhaps~~ the test which Carr-Saunders and Wilson fall back on, and it is probably the only one which is sufficiently general and sufficiently flexible to be defensible. It is not radically different from the test of good usage in English. Just as the acceptability of a spoken or written phrase depends in the end upon who is given to using it and whether we are accustomed to it, so the recognition of a calling or a profession depends in the end upon who recognizes it as such and whether the rest of us have grown accustomed to according it such recognition. But even in the case of written and spoken English there is a language structure that is entitled to affect the decision of a careful writer or speaker as to what is to be recognized as good form. A purely arbitrary decision is perhaps even less necessary in the case of professions. As Carr-Saunders and Wilson say, "The term, profession...clearly stands for something. That something is a complex of characteristics. The acknowledged professions exhibit all or most of these features." Warning that they expect to limit themselves to the characteristics of those professions occupying the central position without passing judgment on the rest, these authors go ahead to say, "The ancient professions of law and medicine stand near the center. The practitioners, by virtue of long and specialized intellectual training, have acquired a technique which enables them to render a specialized service to the community. This service they perform for a fixed remuneration, whether by fee or salary. They develop a sense of responsibility for the technique which they manifest in a concern for competence and honor of the practitioners as a whole...They build up associations upon which they erect, with or without the cooperation of the state, machinery for imposing tests of competence and enforcing the observance of certain standards of conduct. Material considerations of income and status are not neglected, but the distinguishing and overruling characteristic is the possession of a technique. It is the existence of a specialized intellectual technique acquired as the result of prolonged training which gives rise to professionalism and accounts for its peculiar features."

stencil
Like those vocations which ~~stood~~ at the center of professional respectability, librarianship has developed a technique which enables it to render a specialized service to the community, a technique no better understood by some outside a university--and of course everyone who does not know all about librarianship is entirely outside our universities--than the technique of teaching or handling the law. As in other professions, librarians render their services for a fixed remuneration--and, like teaching, the salary is at times, indeed, so fixed it is next to unchangeable in an upward direction! As in other true professions, too, librarians develop a sense of responsibility for the special service they render which they express in a concern for the competence (vide library certification laws) and the

*Carr-Saunders and Wilson are considered competent enough to be called upon by the editors of the Encyclopedia of the Social Sciences to write the article on "Professions."

honor (vide the librarian's code of ethics) of practitioners as a whole; they build up associations (American Library Association, Association of Research Libraries, Association of College and Reference Libraries, Special Libraries Association, etc.) and through these associations attempt to improve the services they render their clientele. It is worth adding that librarians are able to point to an extensive body of specialized literature dealing with bibliography, reference, cataloging, library administration, and other phases of librarianship.

If these are in any sense the essential characteristics of professions, we should not make too much of the obvious dissimilarities among callings. For example, one widely publicized set of criteria includes a statement that professions "are becoming increasingly altruistic in motivation." I remember reading an article by a distinguished member of the bar lamenting just the opposite trend in the legal profession--the trend of becoming increasingly mercenary in motivation. If we were to seize upon this one point, we might disqualify law as a profession, but that would not be a very liberal attitude to take.

Of all professions, librarianship is perhaps most closely related to teaching. Carr-Saunders and Wilson state that, while the technique of teaching is "ill defined," the calling qualifies as a profession because it involves direct and personal relation to clients, requires judgment and initiative, and evokes a marked sense of responsibility. The same general description applies to librarianship except that the relation to clients is, in some phases of library work, less direct and personal, while the technique--from operations in cataloging through reference to reading guidance--is perhaps better defined.

There is, however, one difference between teaching and librarianship. While we have had teachers and librarians for centuries, the characteristics of Western culture are such that teaching as a profession is older than librarianship. While librarianship seems to measure up to much the same tests as teaching, while the length of the training period is, on the whole, about the same as law, possibly a little longer, and while accrediting bodies recognize librarianship as a profession, it has not yet had time to overcome the inertia implied in the test of "common consent."

The action of the University of Illinois in recognizing or failing to recognize librarianship as a profession will have unmistakable implications in this connection and should cause us to decide our course of action with care.

Is the library position which requires professional training to be classified as non-academic?

In defending the proposition that librarianship has a specialized function to perform in modern society--a function which, to be rendered satisfactorily, requires training that is prolonged and rests on study by mature minds of an extensive body of literature--I called attention to the kinship of teaching and librarianship. May I emphasize that kinship, with particular reference to university teaching and university librarianship.

We have a local habit of using 'teaching staff' and academic staff' as interchangeable terms. I do not believe this use of terms is easily defensible. More than mere terminology is involved. It fosters, even if it does not express, a conviction that the role of the library, and hence of librarianship, is non-academic. It fits disturbingly easy into the outmoded educational conception of the library staff as simply an arm of the administrative and clerical staff. Perhaps the standard meaning of the term is contained in the dictionary definition of

'academic' as--"pertaining to an advanced institution of learning, as a college, a university, or an academy; relating to or connected with higher education." The point I wish to emphasize is that that process by which modern society systematically promotes the intellectual growth of young men and women and which we speak of as higher education embraces the library. Only by an artificial separation that is purely abstract is it possible to treat the classroom as academic and the library as non-academic.

With the prodigious increase in printed materials which brings to the University Library each year books which fill more than a mile of shelving, with the multiplication of voluminous guides to serve as pathways through this luxuriant and ever-spreading forest of printed matter, with the decline of private libraries among members of university faculties and the progressive dependence of these men and their students on university libraries, with the decline of the single textbook and educational reform that has made the library an indispensable educational tool--with all of these and other changes, the library has moved steadily from the periphery to the center of the academic scene. Everyone who has the barest acquaintance with the educational literature of the last twenty years knows this to be a fact. It is an outmoded conception of education which thinks of the role of the professional staff of a university library as separate and distinct from the role of the staff of instruction and research. A lay Board of Trustees need not be expected to understand what we are talking about, but a faculty of university calibre will not need to be reminded that the modern trained librarian renders an auxiliary function to classroom instruction and to research which makes him an indispensable actor in the academic scene. The academic life of the student does not go on in the classroom or laboratory and there alone; as you and I well know, that life goes on just as actively in the library as anywhere else and the professionally trained librarian shoulders his part of all that is implied by this fact. He would not be fit for his task if he did not.

Putting the two proposals that have been made together, we find ourselves confronted with a practical problem: how can persons holding Civil Service appointments be left under Civil Service and positions be exempted from Civil Service? The solution should be worked out with legal advice, but the new law clearly exempts professional positions, whereas the law under which we have operated heretofore did not exempt them. Now the standing of certain individuals should not nullify the provisions of the new law. If we are convinced that professional positions are entitled to exemption, I believe a legal and equitable formula can be found. If we work sympathetically with members of the library staff, they will in all probability help us solve the difficulty. All of those appointed to the staff since last August who would be of professional grade have on their own initiative expressed a desire not to be included under Civil Service.

3. Provide an opportunity for those holding professional appointments to gain permanency of tenure.

The proposal to exempt certain positions on the library staff is in itself negative. Leaders in the Civil Service movement have met such proposals from the beginning, and, because of long experience, they are accustomed to look upon proposals for exemption with suspicion--as a maneuver to resist the Civil Service ideal of permanent tenure based on merit. My intention is to take more than a negative attitude, to support rather than oppose the basic aims of Civil Service. For purposes of a university, I have reservations about the methods of Civil Service, and shall speak of them later. But in order to give positive support to the ideal of permanent tenure based on merit, I propose in the third place that the University consider at this time, with the help of the University Civil Service Committee, the desirability, not only of recognizing the rather considerable number of professional people in the service of the University, but also of clarifying their status.

In making this proposal I am not thinking merely of members of the library staff whom widespread precedent throughout the nation would entitle to be treated as professional people. There are others on the campus who belong in the same category. As a group, these professional people seem in danger of falling between two stools. In order to be concrete, we may take three examples, all of them from the library staff: Miss Fanny Dunlap, Miss Frances Hammitt, Miss Alice Johnson. Miss Dunlap is a graduate of the University of Iowa. In addition, she has two years of professional training and a professional degree from a library school of national standing. Miss Johnson's training is quite similar. Both are reference librarians. Both also hold the title, Lecturer in Library School, although they are engaged primarily in reference service to the faculty and the students, not in teaching. To date, that title, Lecturer in Library School, has exempted them from Civil Service. Miss Hammitt is a graduate of the University of Indiana. After graduating with a Bachelor of Arts degree, she further prepared herself for library work, first by studying a year at a library school with a national reputation, from which she holds a professional degree, and later by securing the degree of Master of Arts from a third institution of higher learning.

I suppose I should point out in passing that the total amount of training which she has is more than that of some of those who teach in the University. She is not listed as a Lecturer in the Library School.

All three of these members of the library staff are rendering meritorious service--service of a quality that would justify the University in assuring them now, or in looking forward in time to assuring them, that their tenure is permanent. However, in the tenure column in the University budget, the letter "D" appears after the name of each of these three people--Miss Dunlap (Item 2, page 391), Miss Hammitt (Item 44, page 394), Miss Johnson (Item 1, page 391); and the budget code reads as follows: "A", indefinite tenure, "B", two years from September 1, 1942, "D", one year from September 1, 1941.

Section 25a of the University Statutes, the section on tenure, reads in part: "An appointment as Professor or as Associate Professor shall be for an indefinite term." If Miss Dunlap, Miss Hammitt, and Miss Johnson were exempt from Civil Service and given the rank of Associate Professor or Professor, they would have an opportunity to be on indefinite tenure. If they are placed under Civil Service, they will at once secure indefinite tenure. But neither of these three members of the staff can be realistic and expect, even after long years of creditable service, appointment with the rank of Professor or Associate Professor. On the other hand, all three of them have a reasonably good chance of being exempt from Civil Service, even if only a limited percentage of the library staff is classified as professional. Thus the professional people on the campus, unlike the teaching staff on the stool to the right, and unlike the clerical staff on the stool to the left, have no opportunity of gaining for themselves a real sense of security. There is a wholesome University tradition within the University of permitting tenure to remain undisturbed so long as the service rendered is meritorious, and, in consequence, I doubt whether any of these staff members lies awake wondering about her security. But the "D" in the Internal Budget, meaning a twelve-months appointment only, leaves the tenure situation for professional people hazy and undefined. It would do no harm to have the situation clarified and write down what tenure standards we expect to apply to such people. In particular--and here is my special reason for mentioning it--it would be unfortunate, it seems to me, from the standpoint of the University to drive professional people into Civil Service in order to find a basis of security on which they can stand.

If we recognize this professional group, with such grades as the University may wish to set up, and express through the University statutes tenure standards which are fair and reasonable from the standpoint both of the individual and the University, we can then, it seems to me, not be accused of taking a negative attitude toward the ideal of permanent tenure based on merit when we press for exemptions provided for by law. Such a solution as proposed would really fulfill the spirit of the law, a basic intent of which is to promote a sense of security among the employees of the state and the University.

The judgment of several people should be utilized in deciding what a just and reasonable tenure policy for the professional people of the campus is and legal advice would be needed in phrasing the amendment to the University statutes. Again, in order to be concrete, I suggest the addition of a paragraph under Section 25a of the University statutes such as the following: "An original appointment as a member of the professional staff of the University shall be for a definite term, subject to renewal for a definite term. Reappointment for the same position shall be for an indefinite term." Indefinite tenure for the professional staff might be designated in the Internal Budget by a "P".

This statement, as it stands, is too loose. More attention needs to be given to the subject of grades or ranks which would be analogous to faculty ranks but which would be more directly applicable to professional positions the campus over. But this statement, tentative though it is, cites the direction which the revision of the statutes would take if this third proposal is adopted.

An entirely different approach to the whole problem would be to place all professional people on the campus under Civil Service. This plan has some advantages. For one thing, it is the line of least resistance. If the general proposals I have made are adopted, some of those who have the interests of Civil Service at heart more than the interests of the University will undoubtedly be unhappy, possibly critical. I believe, however, that if the University avails itself of the opportunities provided by the law, exempts professional people, and fulfills the Civil Service ideals by methods better suited to the traditions and needs of the University than the traditional methods of Civil Service as incorporated in the law, the friends of the professions will be as ready to approve the action of the University as the friends of the Civil Service will be to oppose.

Looking at the problem from the standpoint of the University, I see three important advantages in availing ourselves of the opportunity provided by the law and exempting from Civil Service the positions on the library staff commonly designated as professional.

1. I believe that better personnel management is possible if we are not under Civil Service.

The issue here is not centralized versus decentralized personnel management. If the University wishes centralized personnel management at any time, all it has to do is to create the central agency and vest it with the necessary authority. The issue, fundamentally is, as I see it, whether the management methods employed by Civil Service are better suited to the needs of the University when it comes to filling professional library positions than other methods that can be employed.

Civil Service is an outgrowth of reform aimed at overcoming the evils of the spoils system. Now it is a commonly noted law of evolution that a given stage of development shows the marks of the antecedent stage even if the effect is negative in character. The methods employed by Civil Service and as inscribed in the

It is suggested that a committee be appointed to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

The Secretary of the Interior is requested to appoint a committee to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

The Secretary of the Interior is requested to appoint a committee to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

The Secretary of the Interior is requested to appoint a committee to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

The Secretary of the Interior is requested to appoint a committee to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

The Secretary of the Interior is requested to appoint a committee to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

The Secretary of the Interior is requested to appoint a committee to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

The Secretary of the Interior is requested to appoint a committee to investigate the possibility of establishing a permanent office for the Department of the Interior in the District of Columbia. The committee should be composed of representatives of the various bureaus and divisions of the Department, and should report to the Secretary of the Interior within a reasonable period of time.

law governing Civil Service for the University of Illinois show the negative effects of the spoils system which they were created to combat; that is to say, some of the most characteristic features of Civil Service--the semi-external personnel agency (e.g., the state commissions or the University Civil Service Committee), the examination paraphernalia, the certified list of eligible people--are devices aimed originally at preventing political interference or personal favoritism. These techniques are manifestly of real value when the major consideration is as an early Civil Service slogan had it--to "keep the rascals out." In the University of Illinois, these methods seem to be a little out of place--at least a little unnecessary. As at most universities, we are not concerned so much with eliminating politics as engaging the most gifted talent available. To date the most effective method of getting the best professional people--librarians, for example--are essentially the same as those employed in getting the best scholars for the faculty. These methods are varied and complex but rest fundamentally, I suppose it is fair to say, on securing and comparing human judgments--judgments of men with disciplined minds and of known character and reputation who have had an opportunity to appraise the work and ability of the person or persons under consideration. This general method has its imperfections, to be sure, and it should be improved wherever possible; but, whatever its imperfections, it cannot be doubted that it has in actual practice been responsible for a remarkable number of faculty appointments on a real merit basis. Such a method of selecting teachers and other professional people is not objective in the sense that so-called subjective judgments are ruled out, but the results have a validity reflected in resultant efficiency which more self-consciously 'objective' methods have as yet not surpassed.

It should be added that more 'objective' methods have been employed by Civil Service agencies, with commendable success, in selecting people for certain clerical performances, but when this acknowledgement is made and we move outside the clerical area into the professional area, the most that can be said in favor of methods characteristically employed by Civil Service as a basis of selection is that they have yet to prove their superiority to the methods they would supplant.

There are, in fact, some weaknesses which, if not inherent, have in practice seldom been overcome without cumbersome procedures which make action in filling positions move with a leaden tread with consequent waste of time that is often valuable. The necessity of avoiding the very appearance of personal favoritism has in practice led to an excessive dependence upon machinery which has hindered the free exercise of intelligent judgment in selecting personnel. This dependence upon semi-mechanical methods of selecting personnel--this systematic limitation placed on intelligent judgment of the individual--has not promoted efficiency. To date, as the record shows, the best points of the methods used by Civil Service show up in personal security of employees rather than in meritorious performance of those employees.

All of the machinery of making appointments under Civil Service is reminiscent of the fictitious genius who is reported to have spent millions of dollars on experiments to develop a substitute for butter. When the perfect substitute was found and the finished product was exhibited, he was asked how much a pound of it would cost. He had not thought of that. Returning to his laboratory, he made calculations and issued triumphantly with the report that it would cost something like a hundred times as much for society to depend upon his laboratory to produce butter instead of depending upon cows. We can, I believe, select professional people on a merit basis without resorting to devices that are likely to cost a good deal of extra effort, some additional expense, and occasionally precious time.

2. The second advantage in exempting professional positions as the law permits is that it provides a better opportunity to deal with them as a homogeneous group and give them the treatment they deserve. Having already outlined a course of action which would in my judgment benefit this group, I wish merely to add here that anything which thus gives added dignity and security to professional employment will in my judgment benefit the University in the long run.

3. The last advantage I shall mention in favor of exempting professional people from Civil Service is that, when it comes to the professional library staff in particular, it is more consistent with University policy. The University has a Library School. Training in this school leads to a professional degree recognized not only by the University but by accrediting associations throughout the country. It is one of the oldest schools in the country. It draws students from all over the country and particularly from the Mississippi Valley states.

There is no inherent reason why librarians cannot be placed under Civil Service. They are under Civil Service in a good many jurisdictions already--although, I hasten to add, in only two other American universities. Similarly, there is no inherent reason why members of the teaching faculty cannot be placed under Civil Service. Men holding the highest degree in course have served and are serving society under Civil Service appointment. The question, therefore, is not whether there are librarians or scholars or any other group who now hold Civil Service appointments. The question is a matter of consistency with internal policy. The University recognizes graduates of its Library School as professional and confers upon them a professional degree. It has a Civil Service Law which exempts professional people. It would be one thing to include professional people under Civil Service if there were no such exemption clause in the law, but since the law provides specifically for the exemption of professional people, it will not be consistent for the University to maintain a School for professional education for librarianship and at the same time fail to exempt those positions requiring professional education from Civil Service.

February 3, 1942

UNIVERSITY OF ILLINOIS-URBANA



3 0112 055958901